



OPERATIONAL EXCELLENCE

Optimise organisational policies and procedures

Material Topic	Key Performance Indicators	Actions Taken
Procurement Practices	Awareness of suppliers' sustainable practices	Initiatives postponed.
	Integration of sustainability principles in the supplier selection process	We used the 'Sustainability Questionnaire' as part of the Qualification Envelope submissions on Tejari RFQ's over AED 500,000.
	Improvement of measurement of suppliers who are procured with sustainable practices	A questionnaire was released.
Human Rights	Improvement of human rights across the supply chain	Partnered with a third-party to build Agriota to allow tea farmers or their representatives to sell crops directly by avoiding middlemen monopolies.
Emiratisation	Support Emiratisation national strategy	Added specific benefits for UAE nationals.
Gender Equality	Female representation on DMCC's newly established board	Recommendation submitted.
	Recruitment of female-led businesses to free zone	Data analysis to focus on female-led business recruitment.
	Mobilisation of commitment to WEPS and other gender-focused national priorities	Participate in the Federal Competitiveness and Statistics Authority Gender Council and will sign Equality Pledge in 2021.
Training & Development	Improvement of rate of engagement	A participation rate of 82% and achieved an overall score of 79% and more employees participated this year.

Governance	Implementation of best practices in governance	A new board was appointed.
Diversity & Inclusion	Creation of a diverse and productive culture for everyone to thrive	Reduction in nationalities from 45 (in 2019) to 41 (in 2020).
Wellbeing	Formalisation of DMCC employee wellbeing approach	The COVID-19 crisis required a complete escalation of health, hygiene, and work from home standards.
	Measurement of employee wellbeing	19 wellbeing focused webinars with calculated attendance and tracked digital wellbeing awareness campaign.
Customer Excellence	Adoption of new services to address customer needs	Introduction of our Business Support Package, employee protection insurance, and discounts on licensing services and waivers on fee for COVID.
	Customer Satisfaction	Opened a China service centre, optimised use of mobility, utilising digital channels and tools.
	Training and development of members	110 hours of training for SMEs and entrepreneurs (38 in 2019).

DIVERSITY AND INCLUSION

DMCC's business is to connect world trade with Dubai, being international is, therefore, the core of who we are - and diversity of our workforce is a huge part of that. We have colleagues representing 41 nationalities and encourage all of them to broaden their understanding and acceptance of other cultures to ensure that we remain an inclusive employer and the free zone of choice. Our onboarding training content 'Life at DMCC' reflects this ethos. During the year, we had no reported incidents of any kind of discrimination.

GENDER EQUALITY

We have a total of 294 full-time employees, of which 37% are women. This proportion increases among our 48 middle management staff, where 42% are women. As a signatory to the WEPs, we continually integrate the 7 Principles to effectively address gender equality and SDG 5 as part of our corporate strategy.

EMIRATISATION

Our commitment to the UAE government's strategy for Emiratisation is demonstrated in policies that influence UAE nationals' recruitment and selection at DMCC. This year, our strategy to attract and retain top Emirati talent added specific benefits for UAE nationals, such as medical escort leave, full-time leave to pursue their degree, and enhanced educational assistance benefits.

PEOPLE OF DETERMINATION²⁰

DMCC partners with Emirates NBD's 'Together Limitless' programme, 'Resource Right' and 'Hire Right' to mobilise talent.

50%

of our new hires during the year were UAE nationals

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people of determination work at our offices

OUR PEOPLE

	Total number of new employee hires entering employment during the reporting period	Total number of employees leaving employment during the reporting period
Total	12	38
Breakdown by gender		
Male	4	25
Female	8	13
Breakdown by age group		
Under 30 years old	7	5
30-50 years old	5	31
Over 50 years old	0	2

²⁰ HH Sheikh Mohammed bin Rashid Al Maktoum introduced the term People of Determination to describe people who were formally called special needs as outlined in the Federal Law No. 29 of 2006 Concerning the Rights of People with Special Needs.

The total number of DMCC temporary employees is 65 (36 male and 29 female).

All of our employees are based in the UAE with a new employee rate of 4.08%. Data related to DMCC human resources is derived from an Oracle enterprise solution as part of our efforts to ensure all core operations are digitalised.

TRAINING AND DEVELOPMENT

Our business is constantly evolving with the changing economic landscape and varying client demands. Therefore, DMCC invests in staff skills, so they succeed now and in the future.

We offer significant learning and growth opportunities for our colleagues. We ensured that online learning would be available to all employees anytime anywhere through any device during the year. In 2020, there was a strong focus on trainings for our customer-

Employees are categorised as follows:

- Executive and senior management: Grade 20 and above
- Middle management: Grade 18-19
- All staff (professional, operational, and administrative): Grade 17 and below

-facing employees, and employees in director levels.

We also organised trainings for COVID-19 precautionary measures and protocol guidance for all our colleagues called the 'Employee Health and Wellness' course. Furthermore, we introduced content related to the International Public Affairs and Sustainability Department as part of our new joiners' orientation pack.

OUR KEY DATA POINTS TOWARDS TRAINING AND DEVELOPMENT IN 2020 INCLUDE:

- 3,533 online learning hours, including customer service staff engagement
- 12 hours of training per employee (12.3 on average among female employees, 11.8 on average among male employees)
- 100% of our full-time employees received a regular performance review
- A total of 21 employees received career development plans, and a total of 7 received individual development plans
- Two directors enrolled in external training for Dubai Expert organised by Dubai Future Foundation.

Our Senior HSE Manager continues to update his CDP with IOSH to maintain his Chartership.

Total Number of Training Hours	3532.6
Breakdown by gender	
Male	2,190.3
Female	1,342.4

Average hours of training that the organisation's employees have undertaken during the reporting period	12.0
Breakdown by gender	
Male	11.8
Female	12.3
Breakdown by employee category	
Executive & Senior Management	669.1
Middle Management	760.8
Staff (professional, operational and administrative)	2,102.6

Total number of employees received a regular performance and career development review during the reporting period	294 (100%)	Executive & Senior Management	Middle Management	All staff
Breakdown by gender				
Male	185 (63%)	33	28	124
Female	109 (37%)	14	20	75
Breakdown by age group				
Under 30 years old	33 (11%)	0	1	32
30-50 years old	238 (79%)	38	43	157
Over 50 years old	23 (10%)	10	4	9

WELLBEING

The COVID-19 pandemic has resulted in radical changes to the way we work, impacting people's physical and mental wellbeing around the world. Last year, through a wide

range of employee-focused initiatives, our Group Security at DMCC worked hard to ensure all our colleagues' health and safety. These included physical safety precautions to

maintain safe social distancing in the workplace. We installed physical protective screens for customer services activities, as well as thermal temperature cameras. Additionally, we installed several precautionary signs and hand-sterilisation units across our office.

physical meetings, and employee movements between departments.

To ensure business continuity while maintaining all safety protocols, we identified critical business units (e.g. our counter services and contact centre) that would require to work from the office; remaining staff worked from home. We ceased several activities such as visits to our office by non-staff members, internal and international business travel and events,

In addition to the COVID-19 specific initiatives, we offer a range of benefits to our employees to enhance their wellness and work-life balance. All our full-time colleagues have access to life insurance, compassionate leave, charity leave, marriage leave, parental leave and study leave. Our temporary staff are entitled to benefits by their direct employers following the provisions of the UAE Labour Law; these include: annual paid leave, sick leave, health insurance, flight allowance, and maternity leave.

IN 2020, OUR KEY ACHIEVEMENTS TOWARD WELLBEING AND EMPLOYEE HEALTH & SAFETY INCLUDE:



- 15 webinars on wellness attended by a total of 1,351 attendees.
- Facilitating the purchase of technology and office equipment required for remote work and ensuring DMCC's IT infrastructure enabled a secure and smooth remote work experience for all colleagues.
- Encouraging everyone to utilise online platforms to continue engaging with colleagues and clients.
- Developing strict protocols for personal international travel of our staff.
- 89% of colleagues that availed parental leave returned to work at the end of their leave period.

Total number of employees that were entitled to parental leave	294
Breakdown by Gender	
Male	185
Female	109

Total number of employees that took parental leave	15
Breakdown by Gender	
Male	5
Female	10
Total number of employees that returned to work in the reporting period after parental leave ended	14
Breakdown by Gender	
Male	5
Female	9
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	8
Breakdown by Gender	
Male	7
Female	1
Return to work and retention rates of employees that took parental leave	89%
Breakdown by Gender	
Male	78%
Female	11%

CUSTOMER EXCELLENCE

We respond to the growing demand from our customers for better opportunities for trade, free zone services, and community living. We are working continuously towards improving our services and customer relationships; this is the foundation of our commitment to customer excellence. To do so, we have engaged our customers in the DMCC materiality assessment process to ensure their viewpoints are considered when defining our priorities. We also have an online customer feedback mechanism allowing for anyone to offer suggestions digitally and anonymously. One of the key metrics we use to measure success is the growth rate of business registrations and the number of visitors and residents in the Master Community. The popularity of our properties is an indication that we are meeting the needs of this priority stakeholder. In 2020, we continued to prioritise SME customers. We invested in building their capacity in several areas to expand their business strengths, such as insights on technology and innovation, digital marketing and e-commerce, financials and cash flow management, employment law, updates on VAT rules and regulations and more. We opened a China Service Centre with a dedicated mandarin speaking executive to provide support to Chinese business owners looking to setup and do business in the UAE. Soon after, we setup a representative office for DMCC in Shenzhen, China, to provide the same support offering full-fledged services at the clients' convenience.

DMCC's value-added products and services are boosted by the frequent introduction of innovative and customer-centric processes in our operations. This year, we also introduced an employee protection insurance to protect business owners from unpaid salaries and disruption of end-of-service benefits in case of default by employers. We also enhanced partnerships with numerous banks in the UAE to serve our customers better.

During the year, to assist businesses with the economic impact of COVID-19, DMCC launched a Business Support Package, the largest ever commercial initiative of its kind. This included discounts on licensing services, waivers on fees and rent, and incentives. For example, the new company setup package was heavily discounted to 50% from the original price. We also updated our Help Centre with a range of self-service information, including how-to guides, videos, and FAQs. To strengthen our digital services, DMCC now offers the facility of online meetings with our service centre, registration centre, and the mediation and legal clinic.

In addition, we signed a partnership with Emirates NBD, Dubai's major bank, offering 0% interest monthly installments on all DMCC fees if customers paid using ENBD credit cards. Similarly, we signed an MoU with Mashreq bank to facilitate bank account openings for our member companies. We also launched a new Employee Protection Insurance programme, by Dubai Insurance, which provides cost-saving and cashflow for member companies whilst giving greater protection for employees.

Towards the end of 2020, we officially opened our representative office in Tel Aviv, Israel. Based in the Israeli Diamond Exchange (IDE) headquarters, this new office will support Israeli businesses, from all industries and sectors, interested in setting up a presence in Dubai and DMCC's Free Zone. The opening followed a landmark collaboration agreement signed between the Dubai Diamond Exchange and the Israel Diamond Exchange.

An initiative we are particularly proud of is offering a financial incentive between 10% to 30% to businesses within our free zone that join the UN Global Compact. DMCC is committed to responsible business and as part of its sustainability strategy is intent on using its platform for greater good.

ECONOMIC PERFORMANCE

With innovative products and services that our customers increasingly value, our economic performance in 2020 has contributed to DMCC's reputation as one of the world's leading free zones. Our economic performance is critical as it directly impacts Dubai's overall GDP, between our own revenue and the revenue of those businesses residing in the free zone. The topic boundary only covers the revenue achieved through DMCC's direct activities, for instance, the free zone and our real estate projects. Revenue growth is a key metric by which we calculate progress on this topic.

With the help of a very positive retention rate and an increase in the number of companies joining DMCC, our financial performance significantly improved in 2020. A total of 2,025 new companies joined our free zone, despite the challenges posed by COVID-19. This is the highest number of new registrations at DMCC in the last five years. We remain committed to exceeding this number in 2021 and have established internal

targets to achieve this. To do so, we are constantly reviewing and introducing new programmes for entrepreneurs such as our social impact programme, business support packages and trainings. These programmes aim to attract and retain businesses to the free zone. Additionally, there are continuous upgrades being made to the Master Community so it remains a favorable residential and recreational area. These include new restaurants, improvements in landscaping and nurturing a sense of community through social media channels. The establishment of Uptown is a key example of a development project that will attract more residents to the area and enhance economic performance.

Integral to this record-breaking growth was the 19 virtual roadshow webinars we organised to engage with key international markets such as China, Israel, Russia, Switzerland, Germany, Angola, South America, Spain, Turkey, Ukraine and the United Kingdom.

DMCC'S KEY ACHIEVEMENTS TOWARDS ECONOMIC PERFORMANCE AND CUSTOMER EXCELLENCE IN 2020:



- Our Business Support Package gained interest from companies in 149 countries.
- 2,025 new companies joined DMCC's free zone.
- 110 hours of training for SMEs and entrepreneurs (38 in 2019).
- Introduced a Voice of the Customer (VoC) programme to analyse and address customer's issues.
- Secured how our customers digitally manage and submit their documents.
- Increased imports from Israel by double; from 20 to 40 in one year.